

? b fulltext1, fulltext2

12dec05 09:57:36 User268077 Session D289.1  
\$0.00 0.248 DialUnits FileHomeBase  
\$0.00 Estimated cost FileHomeBase  
\$0.02 TELNET  
\$0.02 Estimated cost this search  
\$0.02 Estimated total session cost 0.248 DialUnits

SYSTEM:OS - DIALOG OneSearch  
File 15:ABI/Inform(R) 1971-2005/Dec 10  
(c) 2005 ProQuest Info&Learning  
File 16:Gale Group PROMT(R) 1990-2005/Dec 12  
(c) 2005 The Gale Group  
File 148:Gale Group Trade & Industry DB 1976-2005/Dec 12  
(c) 2005 The Gale Group  
File 160:Gale Group PROMT(R) 1972-1989  
(c) 1999 The Gale Group  
File 275:Gale Group Computer DB(TM) 1983-2005/Dec 12  
(c) 2005 The Gale Group  
File 621:Gale Group New Prod.Annou. (R) 1985-2005/Dec 12  
(c) 2005 The Gale Group  
File 9:Business & Industry(R) Jul/1994-2005/Dec 09  
(c) 2005 The Gale Group  
File 20:Dialog Global Reporter 1997-2005/Dec 12  
(c) 2005 Dialog  
File 476:Financial Times Fulltext 1982-2005/Dec 13  
(c) 2005 Financial Times Ltd  
File 610:Business Wire 1999-2005/Dec 12  
(c) 2005 Business Wire.  
**\*File 610: File 610 now contains data from 3/99 forward.**  
Archive data (1986-2/99) is available in File 810.  
File 613:PR Newswire 1999-2005/Dec 12  
(c) 2005 PR Newswire Association Inc  
**\*File 613: File 613 now contains data from 5/99 forward.**  
Archive data (1987-4/99) is available in File 813.  
File 624:McGraw-Hill Publications 1985-2005/Dec 09  
(c) 2005 McGraw-Hill Co. Inc  
**\*File 624: Homeland Security & Defense and 9 Platt energy journals added**  
Please see HELP NEWS624 for more  
File 634:San Jose Mercury Jun 1985-2005/Dec 09  
(c) 2005 San Jose Mercury News  
File 636:Gale Group Newsletter DB(TM) 1987-2005/Dec 12  
(c) 2005 The Gale Group  
File 810:Business Wire 1986-1999/Feb 28  
(c) 1999 Business Wire  
File 813:PR Newswire 1987-1999/Apr 30  
(c) 1999 PR Newswire Association Inc

Dialog Search  
12-12-05  
JL

```

Set Items Description
-----
? s matrix (s) management (s) evaluation
Processing
Processed 10 of 16 files ...
Completed processing all files
    298348 MATRIX
    16526955 MANAGEMENT
    1439328 EVALUATION
S1      476 MATRIX (S) MANAGEMENT (S) EVALUATION
?

? ds

Set Items Description
S1      476 MATRIX (S) MANAGEMENT (S) EVALUATION
? s (matrix (2n) management) (s) employee (s) evaluation
Processing
Processed 10 of 16 files ...
Completed processing all files
    298348 MATRIX
    16526955 MANAGEMENT
    2014425 EMPLOYEE
    1439328 EVALUATION
S2      9 (MATRIX (2N) MANAGEMENT) (S) EMPLOYEE (S) EVALUATION
? ds

Set Items Description
S1      476 MATRIX (S) MANAGEMENT (S) EVALUATION
S2      9 (MATRIX (2N) MANAGEMENT) (S) EMPLOYEE (S) EVALUATION
? t s2/3,k/all

```

2/3,K/1 (Item 1 from file: 15)  
DIALOG(R) File 15:ABI/Inform(R)  
(c) 2005 ProQuest Info&Learning. All rts. reserv.

00167333 82-08894  
Making Matrix Management Work  
Kur, C. Edward  
Supervisory Management v27n3 PP: 37-43 Mar 1982  
ISSN: 0039-5919 JRNL CODE: SPM

ABSTRACT: In organizations using the principle of matrix management  
many key middle-level managers make their reports to 2 superiors. Both  
superiors have a formal, equal relationship with the reporting  
employee .  
The 4 main advantages of matrix management are: 1. greater  
responsiveness to the market, 2. a greater coordination of efforts, 3.  
a  
...  
...sense of direction and commitment, and 4. more effective cost  
management. The main disadvantages of matrix management are: 1.  
the  
uncertainties that occur in the balance of power between the functional  
and

product sides of the organization, and 2. the problems with integrating  
new employees into the matrix system. Matrix management should  
be  
distinguished from other management approaches such as task force  
management, project management, and...  
...making methods, 4. interpersonal relationships, 5. size of  
organization, and 6. environmental conditions. Converting to matrix  
management must incorporate the use of a cyclical process. The  
conversion  
process should include performance planning, as well as an evaluation  
system to ensure that functional and product superiors get systematic  
feedback from teams and managers. In brief, responsiveness to change  
is  
what matrix management is all about. Figures. ...

2/3,K/2 (Item 1 from file: 16)  
DIALOG(R)File 16:Gale Group PROMT(R)  
(c) 2005 The Gale Group. All rts. reserv.

04415785 Supplier Number: 46478575 (USE FORMAT 7 FOR FULLTEXT)  
**INNERDYNE RECEIVES ISO 9001 CERTIFICATION**  
PR Newswire, p0619SFW012  
June 19, 1996  
Language: English Record Type: Fulltext  
Document Type: Newswire; Trade  
Word Count: 477

... of our work. We take tremendous pride in this achievement."  
Upon completion of their initial evaluation , KEMA auditors noted that, with 96 percent compliance before any corrective action was required, InnerDyne had established "exceptional operational and engineering systems." The Company's rapid response teams, matrix management approach and new employee orientation were all cited as examples of the Company's outstanding operational protocols. Having achieved...

2/3,K/3 (Item 2 from file: 16)  
DIALOG(R)File 16:Gale Group PROMT(R)  
(c) 2005 The Gale Group. All rts. reserv.

04392657 Supplier Number: 46443393 (USE FORMAT 7 FOR FULLTEXT)  
**QUALCOMM earns ISO 9001 certification.**  
Business Wire, p06051021  
June 5, 1996  
Language: English Record Type: Fulltext  
Document Type: Newswire; Trade  
Word Count: 716

... of our work. We take tremendous pride in this achievement.'' Upon completion of their initial evaluation , KEMA auditors noted that, with 98 percent compliance before any corrective action was required, QUALCOMM had established ``exceptional operational and engineering

systems.'' The company's rapid response teams, matrix management approach and new employee orientation were all cited as examples of the company's outstanding operational protocols.

``What's...

**2/3,K/4 (Item 1 from file: 148)**  
DIALOG(R) File 148:Gale Group Trade & Industry DB  
(c)2005 The Gale Group. All rts. reserv.

08748514      SUPPLIER NUMBER: 18404567      (USE FORMAT 7 OR 9 FOR FULL TEXT)  
**INNERDYNE RECEIVES ISO 9001 CERTIFICATION**  
PR Newswire, p619SFW012  
June 19, 1996  
LANGUAGE: English      RECORD TYPE: Fulltext  
WORD COUNT: 512      LINE COUNT: 00047

... operational and engineering systems.'' The Company's rapid response teams, matrix management approach and new employee orientation were all cited as examples of the Company's outstanding operational protocols. Having achieved...

**2/3,K/5 (Item 2 from file: 148)**  
DIALOG(R) File 148:Gale Group Trade & Industry DB  
(c)2005 The Gale Group. All rts. reserv.

08714076      SUPPLIER NUMBER: 18356344      (USE FORMAT 7 OR 9 FOR FULL TEXT)  
**QUALCOMM earns ISO 9001 certification.**  
Business Wire, p6051021  
June 5, 1996  
LANGUAGE: English      RECORD TYPE: Fulltext  
WORD COUNT: 755      LINE COUNT: 00070

... operational and engineering systems.'' The company's rapid response teams, matrix management approach and new employee orientation were all cited as examples of the company's outstanding operational protocols.

``What's...

**2/3,K/6 (Item 3 from file: 148)**  
DIALOG(R) File 148:Gale Group Trade & Industry DB  
(c)2005 The Gale Group. All rts. reserv.

02970158      SUPPLIER NUMBER: 04369827      (USE FORMAT 7 OR 9 FOR FULL TEXT)  
**Management by magic? Some fad techniques promise more than they can deliver.**  
Rohan, Thomas M.  
Industry Week, v230, p56(2)

Sept 15, 1986  
CODEN: IWEEA ISSN: 0039-0895 LANGUAGE: ENGLISH RECORD  
TYPE:  
FULLTEXT  
WORD COUNT: 962 LINE COUNT: 00077

... PPBD (program planning and budgeting system); zero-base budgeting; quality circles, employee involvement, Theory X; matrix management; office of the president; unit presidents; and even "management by wandering around."

While each of...

2/3,K/7 (Item 1 from file: 621)  
DIALOG(R)File 621:Gale Group New Prod.Annou. (R)  
(c) 2005 The Gale Group. All rts. reserv.

01395752 Supplier Number: 46478575 (USE FORMAT 7 FOR FULLTEXT)  
**INNERDYNE RECEIVES ISO 9001 CERTIFICATION**  
PR Newswire, p0619SFW012  
June 19, 1996  
Language: English Record Type: Fulltext  
Document Type: Newswire; Trade  
Word Count: 477

... of our work. We take tremendous pride in this achievement." Upon completion of their initial evaluation, KEMA auditors noted that, with 96 percent compliance before any corrective action was required, InnerDyne had established "exceptional operational and engineering systems." The Company's rapid response teams, matrix management approach and new employee orientation were all cited as examples of the Company's outstanding operational protocols. Having achieved...

2/3,K/8 (Item 2 from file: 621)  
DIALOG(R)File 621:Gale Group New Prod.Annou. (R)  
(c) 2005 The Gale Group. All rts. reserv.

01390357 Supplier Number: 46443393 (USE FORMAT 7 FOR FULLTEXT)  
**QUALCOMM earns ISO 9001 certification.**  
Business Wire, p06051021  
June 5, 1996  
Language: English Record Type: Fulltext  
Document Type: Newswire; Trade  
Word Count: 716

... of our work. We take tremendous pride in this achievement.'' Upon completion of their initial evaluation, KEMA auditors noted that, with 98 percent compliance before any corrective action was required, QUALCOMM had established ``exceptional operational and engineering systems.'' The company's rapid response teams, matrix management approach and new employee orientation were all cited as examples of

the  
company's outstanding operational protocols.  
~~What's...

2/3,K/9 (Item 1 from file: 813)  
DIALOG(R) File 813:PR Newswire  
(c) 1999 PR Newswire Association Inc. All rts. reserv.

0963167 SFW012  
**INNERDYNE RECEIVES ISO 9001 CERTIFICATION**

DATE: June 19, 1996 08:01 EDT WORD COUNT: 465

...of our work. We take tremendous  
pride in this achievement."

Upon completion of their initial evaluation , KEMA auditors noted that, with 96 percent compliance before any corrective action was required, InnerDyne had established "exceptional operational and engineering systems." The Company's rapid response teams, matrix management approach and new employee orientation were all cited as examples of the Company's outstanding operational protocols. Having achieved...

? b 15

12dec05 10:09:16 User268077 Session D289.2  
\$1.94 0.360 DialUnits File15  
\$1.65 1 Type(s) in Format 3  
\$1.65 1 Types  
\$3.59 Estimated cost File15  
\$2.80 0.519 DialUnits File16  
\$3.10 2 Type(s) in Format 3  
\$3.10 2 Types  
\$5.90 Estimated cost File16  
\$5.01 0.928 DialUnits File148  
\$4.65 3 Type(s) in Format 3  
\$4.65 3 Types  
\$9.66 Estimated cost File148  
\$0.16 0.030 DialUnits File160  
\$0.16 Estimated cost File160  
\$0.70 0.130 DialUnits File275  
\$0.70 Estimated cost File275  
\$1.55 0.287 DialUnits File621  
\$3.70 2 Type(s) in Format 3  
\$3.70 2 Types  
\$5.25 Estimated cost File621  
\$0.50 0.092 DialUnits File9  
\$0.50 Estimated cost File9  
\$0.92 0.917 DialUnits File20  
\$0.92 Estimated cost File20  
\$0.06 0.055 DialUnits File476  
\$0.06 Estimated cost File476  
\$0.20 0.197 DialUnits File610  
\$0.20 Estimated cost File610  
\$0.22 0.222 DialUnits File613  
\$0.22 Estimated cost File613  
\$0.28 0.049 DialUnits File624  
\$0.28 Estimated cost File624  
\$0.02 0.018 DialUnits File634  
\$0.02 Estimated cost File634  
\$0.86 0.159 DialUnits File636  
\$0.86 Estimated cost File636  
\$0.07 0.073 DialUnits File810  
\$0.07 Estimated cost File810  
\$0.07 0.069 DialUnits File813  
\$1.30 1 Type(s) in Format 3  
\$1.30 1 Types  
\$1.37 Estimated cost File813  
OneSearch, 16 files, 4.105 DialUnits FileOS  
\$3.20 TELNET  
\$32.96 Estimated cost this search  
\$32.98 Estimated total session cost 4.353 DialUnits

File 15:ABI/Inform(R) 1971-2005/Dec 10  
(c) 2005 ProQuest Info&Learning

Set	Items	Description
---	-----	-----
? t	00167333/full	

00167333/9

DIALOG(R)File 15:ABI/Inform(R)  
(c) 2005 ProQuest Info&Learning. All rts. reserv.

00167333 82-08894

**Making Matrix Management Work**

Kur, C. Edward

Supervisory Management v27n3 PP: 37-43 Mar 1982 CODEN: SPMNAU  
ISSN:

0039-5919 JRNL CODE: SPM

DOC TYPE: Journal article LANGUAGE: English LENGTH: 7 Pages

DESCRIPTORS: Matrix; Management; Organizational structure;  
Organizational

behavior; Organizational; Structure

CLASSIFICATION CODES: 2200 (CN=Managerial skills); 2300 (CN=Planning &

strategy); 2500 (CN=Organizational behavior)

ABSTRACT: In organizations using the principle of matrix management, many

key middle-level managers make their reports to 2 superiors. Both superiors have a formal, equal relationship with the reporting employee.

The 4 main advantages of matrix management are: 1. greater responsiveness to the market, 2. a greater coordination of efforts, 3. a better sense of direction and commitment, and 4. more effective cost management. The main

disadvantages of matrix management are: 1. the uncertainties that occur in

the balance of power between the functional and product sides of the organization, and 2. the problems with integrating new employees into the

matrix system. Matrix management should be distinguished from other management approaches such as task force management, project management,

and traditional bureaucracy management. Each of these approaches can be

compared in terms of: 1. accountability, 2. term, 3. decision-making methods, 4. interpersonal relationships, 5. size of organization, and 6.

environmental conditions. Converting to matrix management must incorporate

the use of a cyclical process. The conversion process should include performance planning, as well as an evaluation system to ensure that functional and product superiors get systematic feedback from teams and managers. In brief, responsiveness to change is what matrix management is all about. Figures.

```
Set Items Description
--- -----
? s employee (s) (evaluation or assessment or rating) (s) (planning
(2n) (factor or data))
Processing
Processed 10 of 16 files ...
Processing
Completed processing all files
    2014463 EMPLOYEE
    1439358 EVALUATION
    1178956 ASSESSMENT
    1700324 RATING
    5689463 PLANNING
    1830735 FACTOR
    12399757 DATA
S1      12 EMPLOYEE (S) (EVALUATION OR ASSESSMENT OR RATING) (S)
                  (PLANNING (2N) (FACTOR OR DATA))
? rd s1
    S2      11 RD S1 (unique items)
? t s2/3,k/all
```

2/3,K/1 (Item 1 from file: 15)  
DIALOG(R)File 15:ABI/Inform(R)  
(c) 2005 ProQuest Info&Learning. All rts. reserv.

00978653 96-28046  
**Promotion commotion**  
Hornestay, David  
Government Executive v26n11 PP: 59-63 Nov 1994  
ISSN: 0017-2626 JRNL CODE: GOV  
WORD COUNT: 2988

...TEXT: A viable upward mobility program requires continuous monitoring, with supporting data analysis. Overall planning and evaluation of progress should be coordinated with input from EEO and personnel officials, the employee union, managers and participating employees.

The Equal Employment Opportunity Commission (EEOC) has consistently upheld

a. . .

2/3,K/2 (Item 2 from file: 15)  
DIALOG(R)File 15:ABI/Inform(R)  
(c) 2005 ProQuest Info&Learning. All rts. reserv.

00901516 95-50908  
Organization designs for the management of end-user computing:  
Reexamining  
the contingencies  
Brown, Carol V; Bostrom, Robert P  
Journal of Management Information Systems: JMIS v10n4 PP: 183-211  
Spring  
1994

ISSN: 0742-1222 JRNL CODE: JMI  
WORD COUNT: 9579

...TEXT: areas were identified from the EUC literature for the people support, data, technology, and planning/ **evaluation** task areas (see section 3.3). The questionnaire asked for the hierarchical location (HIER) and...

...is concentrated equally between the IS department and user departments, and is at the individual- **employee** level. The questionnaire also asked for the position levels of those who participated in each...

2/3,K/3 (Item 3 from file: 15)  
DIALOG(R) File 15:ABI/Inform(R)  
(c) 2005 ProQuest Info&Learning. All rts. reserv.

00294689 85-35123  
**System Combines Manufacturing Resource Planning and Decision Support Approach**  
Chong, Philip S.  
Industrial Engineering v17n10 PP: 72-81 Oct 1985  
ISSN: 0019-8234 JRNL CODE: INE

...ABSTRACT: structure, 2. a model for planning/decision making, 3. a model for control, and 4. **evaluation** and performance measures. A prototype MRP-DSS has been created on the IBM PC with...

...disk. MRP-DSS currently consists of 23 modules divided into 3 categories: resources, control, and planning . **Employee data control** is a resource module that permits the user to enter or view data relating to an **employee** . Shop order control is a control module that allows the user to enter or view...

2/3,K/4 (Item 4 from file: 15)  
DIALOG(R) File 15:ABI/Inform(R)  
(c) 2005 ProQuest Info&Learning. All rts. reserv.

00133726 81-03497  
**Designing Performance-Oriented Training Programs**  
Stein, David S.  
Training & Development Journal v35n1 PP: 12-16 Jan 1981  
ISSN: 0041-0861 JRNL CODE: STD

...ABSTRACT: trainer and work group collaborate on the program design to produce agreed-upon changes in **employee** performance. The trainer has many diagnostic tools to assess learning needs; those used should be...

...specific program performance measures. Learner involvement should be an integral part of the training needs assessment process. The critical incident technique of training design relies on observed data and must address...

...or failure. A modified critical incident procedure involves 4 phases:

1. climate setting preceding program planning , 2. data collection and analysis, 3. interpretation done in consultation with department heads and work group supervisors...

2/3,K/5 (Item 1 from file: 16)  
DIALOG(R)File 16:Gale Group PROMT(R)  
(c) 2005 The Gale Group. All rts. reserv.

12644294 Supplier Number: 135815647 (USE FORMAT 7 FOR FULLTEXT)  
**Assessing your company's training and organizational development needs. (Human Resources)**

Winkler, Arnie

Bulletin (Northwest Public Power Association), v59, n3, p14(2)  
March, 2005

Language: English Record Type: Fulltext  
Document Type: Magazine/Journal; Trade  
Word Count: 963

(USE FORMAT 7 FOR FULLTEXT)  
TEXT:

There is growing pressure to be cost-effective and efficient with training budgets. A comprehensive assessment will provide you with information to support organizational development strategies to present to policy makers, management, and employee groups. It will provide data for planning how money identified for development will be used in an efficient, effective, and defendable manner.

2/3,K/6 (Item 2 from file: 16)  
DIALOG(R)File 16:Gale Group PROMT(R)  
(c) 2005 The Gale Group. All rts. reserv.

08875568 Supplier Number: 75958295 (USE FORMAT 7 FOR FULLTEXT)  
**The Right Tool Reduces Risk. (accounting software) (Buyers Guide)**

McClure, Dave

Accounting Technology, v17, n2, p25  
March, 2001

Language: English Record Type: Fulltext  
Article Type: Buyers Guide  
Document Type: Magazine/Journal; Trade  
Word Count: 2681

... for insurance agents, Version 6 leaves that legacy behind to

present a solid and effective planning tool.

While data may be entered directly into the computer, the use of data gathering forms is designed...

...disability, survivor needs, accumulation, education, and asset allocation, or the four Business modules of key employee evaluation business valuation and continuation, employee benefit analysis, and financial statements and ratios. While Version 6.0 tackles a number of...

2/3,K/7 (Item 1 from file: 148)

DIALOG(R)File 148:Gale Group Trade & Industry DB

(c) 2005 The Gale Group. All rts. reserv.

13397923 SUPPLIER NUMBER: 70934899 (USE FORMAT 7 OR 9 FOR FULL TEXT)

A Look at GPRA Practices: How Far Have We Traveled?

CARLSON, RON

Public Manager, 29, 3, 25

Fall, 2000

ISSN: 1061-7639 LANGUAGE: English RECORD TYPE: Fulltext

WORD COUNT: 3532 LINE COUNT: 00303

... guidance and training in planning and data systems development.

The

VBA provided support for an employee skills assessment that was used in

carrying out its balanced scorecard activities.

Clearly Stated Performance Objectives and...

2/3,K/8 (Item 1 from file: 20)

DIALOG(R)File 20:Dialog Global Reporter

(c) 2005 Dialog. All rts. reserv.

39103557 (USE FORMAT 7 OR 9 FOR FULLTEXT)

Event Brief of Q1 2005 Watson Wyatt & Company Holdings Earnings Conference

Call - Part 1

FAIR DISCLOSURE WIRE

November 04, 2004

JOURNAL CODE: WFDW LANGUAGE: English RECORD TYPE: FULLTEXT

WORD COUNT: 4372

... data and the results will be available to WW's clients to use in their assessment and mgt. of health plan. 5. The healthcare projects that

WW won in 1Q05 include...and will continue to repurchase shares to offset

dilution related to the Co.'s various employee incentive plans. 2. The

Co. continues to look for acquisition opportunities. S2. Financial Review

(C...

... to the Co.'s captive insurance co., PCIC, and WW applied this gain directly to **employee** bonuses. 3. **Employee** bonuses in 1Q04 were \$13.5m, of which \$5.6m was the special bonus vs...4.2m in stock repurchases during 1Q05 to offset dilution related to the Co.'s **employee** performance plan.

5. CapEx for 1Q05 was low, but WW expects it to be slightly...

2/3,K/9 (Item 2 from file: 20)  
DIALOG(R)File 20:Dialog Global Reporter  
(c) 2005 Dialog. All rts. reserv.

36527603

**Jap: BTM implements learning platform**

ASIAN BANKER JOURNAL

April 15, 2004

JOURNAL CODE: ABJ LANGUAGE: English RECORD TYPE: FULLTEXT  
WORD COUNT: 373

... By working with Saba, Bank of Tokyo Mitsubishi expects to significantly reduce operating costs for **employee** learning and development, while broadening the scope for training by reducing the traditional reliance on...

... to web-based learning whenever and wherever they wish, flexibility will be greatly improved. The **evaluation** process by Bank of Tokyo Mitsubishi concluded that the solution offered by Saba best matched...

2/3,K/10 (Item 3 from file: 20)  
DIALOG(R)File 20:Dialog Global Reporter  
(c) 2005 Dialog. All rts. reserv.

31714217 (USE FORMAT 7 OR 9 FOR FULLTEXT)  
**These companies are leading innovators**  
BUSINESS DAY (SOUTH AFRICA), p009  
October 14, 2003  
JOURNAL CODE: FBUD LANGUAGE: English RECORD TYPE: FULLTEXT  
WORD COUNT: 372

(USE FORMAT 7 OR 9 FOR FULLTEXT)

... the South African Qualifications Authority. It manages **employee** data, planning and scheduling of learning interventions, **assessment** and accreditation of learners and the completion of the Workplace Skills

Plan  
and the Annual...

2/3,K/11 (Item 4 from file: 20)  
DIALOG(R)File 20:Dialog Global Reporter  
(c) 2005 Dialog. All rts. reserv.

23823606 (USE FORMAT 7 OR 9 FOR FULLTEXT)  
Triangle Resource Group Announces the Launch of Saf-T-Net, a  
Single,  
End-to-end Small Business Emergency Management Solution  
BUSINESS WIRE  
July 11, 2002  
JOURNAL CODE: WBWE LANGUAGE: English RECORD TYPE: FULLTEXT  
WORD COUNT: 607

(USE FORMAT 7 OR 9 FOR FULLTEXT)

... considered data backup to tape as constituting  
emergency preparedness. Obviously, there is more to emergency planning than  
data  
backup, and Saf-T-Net now answers the call for this critical business  
need  
with...

```
? s weight? (s) (evaluation or rating or assessment) (s) (salary or
promotion or stock or raise or compensation)
Processing
Processed 10 of 16 files ...
Completed processing all files
    2456389 WEIGHT?
    1439431 EVALUATION
    1700374 RATING
    1179060 ASSESSMENT
    547795 SALARY
    1613246 PROMOTION
    9170477 STOCK
    2467350 RAISE
    1395331 COMPENSATION
S1      6435 WEIGHT? (S) (EVALUATION OR RATING OR ASSESSMENT) (S)
        (SALARY OR PROMOTION OR STOCK OR RAISE OR
COMPENSATION)
? s s1 and ((allocat? or assign?) (5n) (manager? or supervisor?))
Processing
Processed 10 of 16 files ...
Completed processing all files
    6435 S1
    1282723 ALLOCAT?
    1460388 ASSIGN?
    9335410 MANAGER?
    587013 SUPERVISOR?
    46724 (ALLOCAT? OR ASSIGN?) (5N) (MANAGER? OR SUPERVISOR?)
S2      29 S1 AND ((ALLOCAT? OR ASSIGN?) (5N) (MANAGER? OR
SUPERVISOR?))
? rd s2
    S3      26 RD S2 (unique items)
? t s3/3,k/all
```

3/3,K/1 (Item 1 from file: 15)  
DIALOG(R)File 15:ABI/Inform(R)  
(c) 2005 ProQuest Info&Learning. All rts. reserv.

02733410 617973981  
**Debiasing Balanced Scorecard Evaluations**  
Roberts, Michael L; Albright, Thomas L; Hibbets, Aleecia R  
Behavioral Research in Accounting v16 PP: 75-88 2004  
ISSN: 1050-4753 JRNL CODE: ABRI  
WORD COUNT: 5811

...TEXT: more than half of the variation in superiors' decisions to distribute a bonus to division **managers**. Performance and bonus **allocations** are highly correlated.

The remainder of the paper is organized into five sections. The next...  
...saw fit in evaluating each manager's performance.

After making an overall evaluation of each **manager**'s performance, participants **allocated** a total year-end bonus fund of \$100,000 between the two division **managers**. These **allocations** are used to test H2. Then

they completed follow-up questions about the case, provided...

...Bonus Distribution (Allocation)

Our second hypothesis examines the influence of performance evaluations on

the bonus allocation . We calculated the difference in managers' bonuses

assigned by each participant. We regressed this difference on the differences in managers' overall performance evaluations assigned by

each participant using the Disaggregated BSC (PerformDiff), controlling for

differences in each manager's...1996) indicate employee behaviors are not

likely to be modified without a definite link to compensation . If the amount of compensation to be received is determined from a superior's evaluation of the employee's performance in meeting the division's goals,

then it is important to know how those superiors' evaluations are affected

by the inclusion of weights on the BSC. Our results indicate decision-makers' compensation decisions are strongly supported by the overall performance evaluation scores of the disaggregated Balanced Scorecard. This evidence, and similar evidence from practice, should reassure...

...bonus is, in fact, based on the messages communicated by management-but

only if the weights and disaggregated scores are made explicit.

The authors gratefully acknowledge the cooperation of Marlys Lipe...

3/3,K/2 (Item 2 from file: 15)

DIALOG(R)File 15:ABI/Inform(R)

(c) 2005 ProQuest Info&Learning. All rts. reserv.

02722283 617200501

THE RELATIVE PERFORMANCE PUZZLE

Maug, Ernst

Schmalenbach Business Review : ZFBF v52n1 PP: 3-24 Jan 2000

ISSN: 1439-2917 JRNL CODE: SBRW

WORD COUNT: 4819

ABSTRACT: The accepted theoretical models of executive compensation contracts all seem to imply that optimal remuneration packages should contain a relative performance element. The puzzle is that the empirical

literature has found remarkably little relative performance evaluation

This paper aims at resolving this puzzle by introducing the notion that the

manager can trade on assets other than her own company's stock . Then the

manager's portfolio strategy always adjusts for the risks of her compensation contract and she replaces the firm's benchmark with a "home-made" benchmark. She chooses exactly the weights and the

compensation of the benchmark that would otherwise be chosen in an optimal contract. In many cases...  
TEXT: THE RELATIVE PERFORMANCE PUZZLE\*\*

#### ABSTRACT

The accepted theoretical models of executive compensation contracts all seem to imply that optimal remuneration packages should contain a relative performance element. The puzzle is that the empirical literature has found remarkably little relative performance evaluation. This paper aims at resolving this puzzle by introducing the notion that the manager can trade on assets other than her own company's stock. Then the manager's portfolio strategy always adjusts for the risks of her compensation contract and she replaces the firm's benchmark with a "home-made" benchmark. She chooses exactly the weights and the composition of the benchmark that would otherwise be chosen in an optimal contract...

...without relative performance features, plus a short position in the stock market portfolio. Then the manager's optimal portfolio allocation will change by neutralizing the relative performance feature with an offsetting long position in the...

...relative performance evaluation relative to the market index ( $\alpha_{\text{sub } B}$

$= 0$ ). (ii) The resulting allocation for shareholder value, managerial effort and the slope parameter  $\alpha$

sub p

of the optimal contract is the same...

3/3,K/3 (Item 3 from file: 15)  
DIALOG(R) File 15:ABI/Inform(R)  
(c) 2005 ProQuest Info&Learning. All rts. reserv.

02705705 537510481  
An Empirical Investigation of the Performance Consequences of Nonfinancial Measures  
Said, Amal A; HassabElnaby, Hassan R; Wier, Benson  
Journal of Management Accounting Research v15 PP: 193-223 2003  
ISSN: 1049-2127 JRNL CODE: AJMA

WORD COUNT: 11411

...TEXT: Finally, nonfinancial measures are less subject to manipulation since they are typically less dependent on managerial judgment than

are cost allocations or balance sheet valuations (Rees and Sutcliffe 1994).

Prior studies investigating the relation between nonfinancial...

...Ittner et al. (1997) analyze the determinants of the use of nonfinancial performance measures in compensation contracts, finding that the weight placed on nonfinancial measures is positively associated with innovation-oriented strategy, the adoption of strategic...

...proxy for poor financial performance. Bushman et al. (1996) investigate the use of individual performance evaluation (including nonfinancial measures) in compensation contracts. They find that individual performance evaluation , including the use of nonfinancial measures, is contingent upon several factors such as strategic growth...

...financial measures. The overall evidence provided by these studies indicates that the use of and weight placed on nonfinancial performance measures are contingent upon several contextual and environmental factors, as well...

3/3,X/4 (Item 4 from file: 15)  
DIALOG(R)File 15:ABI/Inform(R)  
(c) 2005 ProQuest Info&Learning. All rts. reserv.

02385851 113196420  
The effect of portfolio weighting on investment performance evaluation:  
The case of actively managed mutual funds  
Block, Stanley B; French, dan W  
Journal of Economics & Finance v26n1 PP: 16-30 Spring 2002  
ISSN: 1055-0925 JRNL CODE: JOEF  
WORD COUNT: 1585

...TEXT: return-generating factors when measuring fund performance.

There is another factor important to the performance evaluation issue, the weighting of individual securities within the portfolio. The weight that a portfolio manager assigns to a given security in a portfolio can make a contribution to return that is just as important as the security selection and investment timing decisions. Because stock indexes, such as the S&P 500 Index, that are commonly used for performance evaluation are often value weighted (market-cap weighted ), their use as benchmarks for

evaluating non-value- weighted portfolios may fail to adequately identify fund performance. Strongin, Petsch, and Sharenow (2000) show that...

...of its managers' security analysis but rather by high concentration of risk in a value- weighted benchmark.

To what extent do portfolio managers tend to equally weight or value-weight their...

**3/3,K/5 (Item 5 from file: 15)**  
DIALOG(R)File 15:ABI/Inform(R)  
(c) 2005 ProQuest Info&Learning. All rts. reserv.

02329848 110284112  
**The strategy and structure of firms in the attention economy**  
Davenport, Thomas H; Beck, John C  
Ivey Business Journal v66n4 PP: 48-54 Mar/Apr 2002  
ISSN: 1481-8248 JRNL CODE: BSQ  
WORD COUNT: 3683

...TEXT: attention on a goal, but it often pulls other means along with it, including performance evaluation and compensation systems, organizational communications and informal social networks. For individuals, the weight of an organizational title and a position in the organization chart are powerful forces that...pay full attention to international sales and support-to a distributed model, in which product managers were forced to allocate their attention between domestic and international markets. Since the domestic market produced most of the...

**3/3,K/6 (Item 6 from file: 15)**  
DIALOG(R)File 15:ABI/Inform(R)  
(c) 2005 ProQuest Info&Learning. All rts. reserv.

02089780 63594665  
**The legal ramifications of performance appraisal: The growing significance**  
Martin, David C; Bartol, Kathryn M; Kehoe, Patrick E  
Public Personnel Management v29n3 PP: 379-406 Fall 2000  
ISSN: 0091-0260 JRNL CODE: PPM  
WORD COUNT: 13511

...TEXT: his race by unfairly evaluating him in 1991, and by failing to properly increase his salary in 1992 as a result of his unfair 1991 performance evaluation . He also claimed that AT&T retaliated for his filing a charge of discrimination against...

...by removing him as manager of the Electronic Media Group. Hairston received an "exceeds" performance rating in 1991 (the possible ratings available were: far exceeds, exceeds, fully met, and unsatisfactory). Hairston...

...areas were the primary reason that he received an exceeds instead of a far exceeds rating. Selby received unsolicited negative feedback from four of Hairston's peers with whom he admitted...  
...skills, he alleged that she rated him unfairly because of his race, using his 1991 evaluation as the basis for his claim. Selby rated Hairston's performance equally on "quantitative" and "behavioral" expectations. This weighting was within AT&T's policy of recognizing both types of factors, even though AT&T did not specify the precise weight each should receive. Hairston also alleged that Anne Lawrence, a similarly situated employee, received preferential...

...some negative feedback on Lawrence, which was incorporated into the areas for improvement in her rating. However, Selby had also received some positive feedback concerning Lawrence's interactions with people at... included four weeks in their Omaha and Minneapolis facilities. On June 1, 1991, Allen was assigned as the production manager, and Moten was reassigned to the newly-created position of warehouse manager. Allen was terminated five months later for unsatisfactory performance. Monks then assigned his office manager as interim production manager and promoted David Walker to the position of assistant production manager...

...in this position. In September 1992, Monks laid off Moton eliminating the position of warehouse manager and assigning the duties to other employees. Moton brought suit, alleging violation of the Equal Pay Act...

3/3,K/7 (Item 7 from file: 15)  
DIALOG(R) File 15:ABI/Inform(R)  
(c) 2005 ProQuest Info&Learning. All rts. reserv.

02042913 55104534  
Effect of variation on knowledge accumulation in the internationalization process  
Eriksson, Kent; Johanson, Jan; Majkgard, Anders; Sharma, D Deo  
International Studies of Management & Organization v30n1 PP: 26-44  
Spring 2000  
ISSN: 0020-8825 JRNL CODE: ISM  
WORD COUNT: 7696

...TEXT: the sorts of organizational inquiry that resolve incompatible

organizational norms by setting new priorities and **weightings** of norms and requiring an **evaluation** and restructuring of organizational norms, strategies, and assumptions. Double-loop learning arises when firms are...

...is stored in the firm's routines and processes, thereby transforming the firm's current **stock** of knowledge (Nonaka, 1991). Routines and structures associated with successes abroad are more likely to...single indicator. This single indicator is assumed to capture the overall cost judgments made by **managers**. "Additional" refers to an **assignment** received from either a new or an existing local or foreign customer.

Table 1

The...

3/3,K/8 (Item 8 from file: 15)  
DIALOG(R)File 15:ABI/Inform(R)  
(c) 2005 ProQuest Info&Learning. All rts. reserv.

01741980 03-92970  
**Credit risk rating at large U.S. banks**

Treacy, William F; Carey, Mark S  
Federal Reserve Bulletin v84n11 PP: 897-921 Nov 1998  
ISSN: 0014-9209 JRNL CODE: FRS  
WORD COUNT: 18287

...TEXT: as a workout or loan review unit.

**Who Assigns andMonitorsRatings, and Why?**

Ratings are initially **assigned** either by relationship **managers** or the credit staff. Relationship managers (RMs) are lending officers (line staff) responsible for the...but the important role of middle-market loans in most banks' portfolios often makes rating **assignment** by relationship **managers** cost-effective. In the latter case, the rating system's resilience to shocks depends to...amount of additional reserves for OAEM and Pass loans according to their judgment, subject to **evaluation** by examiners.<sup>35</sup> Many banks develop reserve factors specific to each Pass category. According to ...  
...the Pass grades in performing reserve analysis. In such cases, a single expected-loss (EL) **weight** is applied to balances in all Pass grades.

Such  
a simplification is least costly in...

...of the Pass portfolio by risk grade is very stable. Profitability Analysis, Pricing Guidelines, and Compensation All banks we interviewed conduct internal profitability analyses (of different business lines, for example). Some banks do not use internal ratings at all in such analyses, whereas others include a rating -sensitive expected-loss cost but no rating -sensitive capital cost. The most sophisticated analyses involve both expected-loss costs and costs of allocated capital that vary by internal rating . The higher such costs, the lower the measured profitability of a business unit or individual transaction. The use of rating -sensitive profitability analysis thus has significant implications for the design and operation of internal rating systems.

(Graph Omitted)

Captioned as: 3.

(Graph Omitted)

Captioned as: 4.

To implement rating-sensitive...

3/3,K/9 (Item 9 from file: 15)  
DIALOG(R) File 15:ABI/Inform(R)  
(c) 2005 ProQuest Info&Learning. All rts. reserv.

01210944 98-60339  
Candid feedback spurs changes in culture  
Brotherton, Phaedra  
HRMagazine v41n5 PP: 47-50 May 1996  
ISSN: 1047-3149 JRNL CODE: PAD  
WORD COUNT: 1525

...TEXT: behavioral assessment, where the 360degree feedback team assesses "how" employees do their jobs; the major assignments and objectives portion, where the supervisor assesses employees' results and achievements; and the individual development plan, which the employee and supervisor...

...if I don't get results, that's not good."

The supervisor gives a summary rating that combines the scores from the behavioral components and the results component; components are equally weighted . The summary rating helps to determine bonuses, recommendations for promotion , lateral moves and sometimes staff reduction decisions.

THE CONFIDENTIALITY AND TRUST FACTOR  
Whether companies use...

3/3,K/10 (Item 10 from file: 15)  
DIALOG(R)File 15:ABI/Inform(R)  
(c) 2005 ProQuest Info&Learning. All rts. reserv.

01182986 98-32381  
**The politics of pay**  
Gupta, Nina; Jenkins, G Douglas Jr  
Compensation & Benefits Review v28n2 PP: 23-30 Mar/Apr 1996  
ISSN: 0886-3687 JRNL CODE: CPR  
WORD COUNT: 4537

...TEXT: internal or external considerations

\* Timing of assessments and reassessments

Choice of Compensable Factors and Subfactors

Compensation experts generally agree that base pay is affected by the traditional factors of skill, effort...

...instance, companies often give subfactors prevalent in male-intensive occupations (such as heavy lifting) greater weight than those prevalent in female-intensive occupations (such as caregiving).<sup>1</sup> Likewise, companies often give education a lot of weight in job evaluation, not necessarily because it is so important for a particular job but because of its...  
...of subfactors can be a matter of political convenience, stereotypes, and biases rather than rational compensation decisions.

Sometimes, preserving the status quo is itself a matter of political expediency. We know...then, supervisors are forced to make artificial distinctions to achieve political recognition.

In short, how supervisors allocate pay raises has implications for them in terms of subordinate reactions and in terms of...

...Interdependence of Supervisors and Subordinates

Recent research has highlighted the importance of the interdependence between supervisors and subordinates in pay allocations.<sup>6</sup>

**Supervisors**

are dependent on their subordinates in many ways. A subordinate may possess a skill that...Subordinates, particularly politically astute subordinates, are familiar with recency effects in performance appraisals and pay allocations. They ensure that their supervisors, and their supervisors'

supervisors, take note of the "great work" they are doing before any...K.M.  
Bartol & D.C. Martin, "Effects of Dependence, Dependency Threats, and Pay Secrecy on Managerial Pay Allocations , Journal of Applied Psychology, Vol. 74, 1989, pp. 105-113.  
7. See R.L. Heneman...

3/3,K/11 (Item 11 from file: 15)  
DIALOG(R) File 15:ABI/Inform(R)  
(c) 2005 ProQuest Info&Learning. All rts. reserv.

01095647 97-45041  
**Financial software products**  
Anonymous  
Management Accounting v77n3 PP: 103-112 Sep 1995  
ISSN: 0025-1690 JRNL CODE: NAA  
WORD COUNT: 8071

...TEXT: and/or totals for multiple years; and intercompany eliminations also are provided. Other features are manager -defined posting controls, recurring and allocation journals, multiple audit-controlled budgets, pop-up account entry, notes, and automated budget preparation tools...and summarized in Period History. Period History contains dozens of facts and statistics related to stock items, services, financial accounts, customers, vendors, and employees. This history is a byproduct of normal...

...be entered at any time with unlimited notes and follow-up/review. Events may be weighted , assigned a value/cost, and given Excel Points to assist in the evaluation . Grades are maintained and may be viewed in the Report Card.

SPFC  
SQL Accounting for...

3/3,K/12 (Item 12 from file: 15)  
DIALOG(R) File 15:ABI/Inform(R)  
(c) 2005 ProQuest Info&Learning. All rts. reserv.

00746584 93-95805  
**Management systems and personnel evaluation**  
Gunn, Bruce  
Management Decision v31n4 PP: 38-50 1993  
ISSN: 0025-1747 JRNL CODE: MGD  
WORD COUNT: 10198

...TEXT: point of effective management. These targets are the foundation for plans, strategies, tactics, priorities, resource allocation and the focal point of managerial actions. The formulation and achievement of goals is the essence of high-output management. Research...relative to predetermined performance standards, which the employee achieved in carrying out the project.

The weights for each of the activity assignments are multiplied by the value-added coefficients on the s productivity. After an adequate database is accumulated in a unit's evaluation system, thresholds can be set to designate below par, par and exceptional personnel performance. This information will provide valuable input into personnel decisions concern training, promotion , referral, remuneration etc. Thus, in stage 1 there is absolutely no substitute for objective evidence... ...by an employee, in carrying out his or her duties, in stage 2 of the evaluation process.

#### STAGE TWO: PEER EVALUATION

Subjective peer evaluations are notoriously spurious instruments for appraising an...

3/3,K/13 (Item 13 from file: 15)  
DIALOG(R)File 15:ABI/Inform(R)  
(c) 2005 ProQuest Info&Learning. All rts. reserv.

00738484 93-87705  
An assessment of the construct validity of three job evaluation methods: A field experiment  
Collins, Judith M; Muchinsky, Paul M  
Academy of Management Journal v36n4 PP: 895-904 Aug 1993  
ISSN: 0001-4273 JRNL CODE: AMA  
WORD COUNT: 3555

...TEXT: job worth.

Job worth has traditionally been determined by two processes. The first is an assessment of a job's contribution to the overall welfare of an organization. This assessment manifests itself in some form of job evaluation ranging from whole-job ranking methods to job-decompositional methods that differentially weight the primary components, or compensable factors, constituting the job. Such methods are designed to produce...

...of equity within an organization. The second process is a comparison of

the levels of **compensation** that other employers are paying for equivalent jobs. A consideration of this factor in the **compensation** decision is designed to produce decisions that represent a sense of equity external to the organization. However, this factor is particularly fallible when used in setting **compensation** rates because there is no uniform going rate for jobs, as wages can be influenced...

...for advancing academic knowledge of job worth is the study of multiple methods of job **evaluation**. Such study can provide evidence of the construct validity of the factors organizations use to...

...under study. Without such a conceptual basis, it is unlikely that purely empirical studies of **compensation** can help better explain the construct of job worth.

A further concern is the use...during the normal work day. For each job, we summed the point value ratings the **managers assigned** to the four factors to obtain a total job worth score.

#### STATISTICAL ANALYSES

Estimates of...

3/3,K/14 (Item 14 from file: 15)  
DIALOG(R) File 15:ABI/Inform(R)  
(c) 2005 ProQuest Info&Learning. All rts. reserv.

00670088 93-19309  
**A job evaluation case history**  
Wilde, Edwin  
Work Study v41n2 PP: 6-11 Mar/Apr 1992  
ISSN: 0043-8022 JRNL CODE: WST  
WORD COUNT: 3651

ABSTRACT: A case history is presented of a job **evaluation** project that has been in successful operation for 3-4 years. The study involved a...

...was a job structure of 16 grades, no logical thought had been given to the **evaluation** of the jobs within that structure, so some employees were overpaid and some were underpaid. Consultants were hired to: 1. establish an objective grading structure, 2. devise an appropriate **salary scale**, 3. introduce a means of rewarding merit, 4. calculate the cost of the

changeover, and 5. recommend a program of implementation. The consultants adopted a conventional points system of **evaluation** against a number of criteria that reflected the characteristics of the various positions. The project involved construction of a **salary** scale, the concept of plus grades, merit **rating**, planning and staff evaluations, the actual **evaluation** procedure, grade comparison, and an implementation program. The criteria to be used were defined and **weighted**, after which the number of degrees was selected into which each criterion should be divided.  
...  
...TEXT: to divide different criteria into different numbers of steps, e.g. "working conditions" may be **assigned** five while "supervisory responsibility" eight degrees.

In this **assignment**, however, it was decided that there should be six levels for each criterion ranging, in...

3/3,K/15 (Item 15 from file: 15)  
DIALOG(R)File 15:ABI/Inform(R)  
(c) 2005 ProQuest Info&Learning. All rts. reserv.

00623097 92-38199  
**Your Salary Administration System Is Out of Date**  
Hill, R. Bradley  
HRMagazine v37n6 PP: 55-57 Jun 1992  
ISSN: 1047-3149 JRNL CODE: PAD  
WORD COUNT: 1763

...TEXT: level communicates the range of fixed or base pay associated with the job and helps **managers** control their fixed expenses.

Jobs **assigned** to the same target-earnings grade may have different base salary level assignments, depending on...

...the salary range midpoint.

Organizations that base job value on factor-or dimension-based job **evaluation** programs often assign jobs to a **salary** structure based on factor ratings and subsequent point values. Often the value, or **weight** of a factor is established according to its relationship to market base pay.  
As variable...

3/3,K/16 (Item 16 from file: 15)  
DIALOG(R)File 15:ABI/Inform(R)  
(c) 2005 ProQuest Info&Learning. All rts. reserv.

00540359 91-14703

**Effects of Compensation Strategy on Job Pay Decisions**

Weber, Caroline L.; Rynes, Sara L.

Academy of Management Journal v34n1 PP: 86-109 Mar 1991

ISSN: 0001-4273 JRNL CODE: AMA

**ABSTRACT:** The methods compensation managers from a wide variety of organizations use to combine information about current job pay rates, market rates, and job evaluation points to arrive at new pay rates were investigated. In addition, the role of organizational...

...examined, controlling for differences in organizational demographic characteristics. The results suggested that pay strategies affected assigned pay levels, with managers from market-leading and internally oriented firms assigning higher pay. Pay strategies appeared to influence the relative weights attached to market survey versus job evaluation information. Organizational demographics also affected assigned pay levels, though to a lesser extent than pay...

3/3,K/17 (Item 17 from file: 15)

DIALOG(R) File 15:ABI/Inform(R)

(c) 2005 ProQuest Info&Learning. All rts. reserv.

00527256 91-01600

GE on the Prowl

Rohrer, Julie

Institutional Investor v24n16 PP: 93-96 Dec 1990

ISSN: 0020-3580 JRNL CODE: IL

...**ABSTRACT:** 1989, ranking it in the top 20% of the pension funds monitored by SEI Funds Evaluation Services. Currently, 33% of the pension fund is committed to domestic equities, 30% to fixed...

...indexed, with some \$5 billion in systematic, quantitatively managed portfolios. An investment committee of senior managers meets regularly to review the allocations among these asset classes, but 9 active equity portfolio managers have autonomy in industry and stock selection and weightings. This degree of freedom is unusual in an investment organization of GEIC's size.

3/3,K/18 (Item 1 from file: 148)

DIALOG(R) File 148:Gale Group Trade & Industry DB

(c)2005 The Gale Group. All rts. reserv.

14524727 SUPPLIER NUMBER: 82784410 (USE FORMAT 7 OR 9 FOR FULL TEXT)

Fool's gold: Social proof in the initiation and abandonment of coverage by

Wall Street analysts. (Statistical Data Included)

Rao, Hayagreva; Greve, Henrich R.; Davis, Gerald F.

Administrative Science Quarterly, 46, 3, 502(30)

Sept, 2001

DOCUMENT TYPE: Statistical Data Included ISSN: 0001-8392

LANGUAGE: English RECORD TYPE: Fulltext; Abstract

WORD COUNT: 12563 LINE COUNT: 01259

...AUTHOR ABSTRACT: forthcoming), and "Harnessing Managerial Knowledge to

Implement Product-Line Extensions: How Do Mutual Fund Families Allocate

Managers across New and Old Funds," also with R. Drazin (Academy of Management Journal, forthcoming). He...

... Bikhchandani, Hirshleifer, and Welch, 1992:997). Recent adoptions

by high-status actors were recent adoptions weighted by the status of the

research department employing the analyst. We derived the status of research departments from the "All-America Research Team" rating issued

by Institutional Investor magazine, which is the most widely watched rating in the industry. Each year Institutional Investor lists the top ten

analysts said to excel in each of the four areas of stock picking, earnings estimates, written reports, and overall service. While some of these criteria are subjective...

...department's annual number of mentions in the four categories and used

the sum to weight the number of recent adoptions by the status scores of

each research department. Since most research departments have no all-America team members and thus get a weighted score of zero, these weighted scores reflect the behaviors of the most prominent departments.

We logged this variable (adding one...

3/3,K/19 (Item 2 from file: 148)  
DIALOG(R)File 148:Gale Group Trade & Industry DB  
(c)2005 The Gale Group. All rts. reserv.

07246145 SUPPLIER NUMBER: 15409747 (USE FORMAT 7 OR 9 FOR FULL TEXT)

Political influence behavior and career success.

Judge, Timothy A.; Bretz, Robert D., Jr.

Journal of Management, v20, n1, p43(23)

Spring, 1994

ISSN: 0149-2063 LANGUAGE: ENGLISH RECORD TYPE: FULLTEXT;  
ABSTRACT

WORD COUNT: 11213 LINE COUNT: 00936

... they can be expected to influence career success because affect has

been related to performance evaluation decisions (Ferris et al., in press; Ross & Ferris, 1981; Wayne & Ferris, 1990). Given that liking or affect influences performance ratings, and since performance ratings

often  
are the most heavily weighted criteria in promotion decisions  
(Campbell, Dunnette, Lawler, & Weick, 1970; London & Stumpf, 1983;  
Markham  
et al., 1987), influence tactics...

...in obtaining career success because such tactics have been found to increase liking. Conversely, self-promotion can be expected to lead to lower career success because such tactics decrease liking (Ferris...

...press; Villanova & Bernardin, 1989; Wayne & Ferris, 1990). Furthermore, since performance ratings are directly linked to promotion and salary decisions, the fact that past research has found that subordinate use of ingratiation tactics appears to lead to positive supervisor ratings of subordinate performance while use of self-promotion tactics appears to lead to lower evaluations (Ferris et al., in press; Wayne & Ferris, 1990...).

and Development Journal, 34: 70-74.

Bartol, K. M. & Martin, D. C. (1988). Influences on managerial pay allocations : A dependency perspective. Personnel Psychology, 41: 361-378.

----- (1990). When politics pays: Factors influencing managerial...

3/3,K/20 (Item 3 from file: 148)  
DIALOG(R)File 148:Gale Group Trade & Industry DB  
(c)2005 The Gale Group. All rts. reserv.

05926381 SUPPLIER NUMBER: 12719525 (USE FORMAT 7 OR 9 FOR FULL TEXT)

Your salary administration system is out of date. (Competitive Compensation Strategies)

Hill, R. Bradley

HRMagazine, v37, n6, p55(3)

June, 1992

ISSN: 1047-3149 LANGUAGE: ENGLISH RECORD TYPE: FULLTEXT  
WORD COUNT: 1933 LINE COUNT: 00170

... level communicates the range of fixed or base pay associated with

the job and helps managers control their fixed expenses.

Jobs assigned to the same target-earnings grade may have different base salary level assignments, depending on...

...the salary range midpoint.

Organizations that base job value on factor- or dimension-based job evaluation programs often assign jobs to a salary structure based on

factor ratings and subsequent point values. Often the value, or weight of a factor is established according to its relationship to market base pay.

As variable...

3/3,K/21 (Item 4 from file: 148)  
DIALOG(R)File 148:Gale Group Trade & Industry DB  
(c)2005 The Gale Group. All rts. reserv.

05406579 SUPPLIER NUMBER: 10933975 (USE FORMAT 7 OR 9 FOR FULL TEXT)  
**Evening up the pay scales. (wage discrimination against women)**  
Watts, Patti  
Executive Female, v14, n4, p29(2)  
July-August, 1991  
ISSN: 0199-2880 LANGUAGE: ENGLISH RECORD TYPE: FULLTEXT  
WORD COUNT: 1399 LINE COUNT: 00105

... of course, and he is also that much closer to a shot at the division manager's post. The new client assigned to Steve runs a 70-year-old, profitable company that has been doing business with...

...on the basis of skill, effort, responsibility and working conditions in determining pay.

"Traditional job evaluation systems put weight on tasks like control of budget and heavy lifting rather than duties such as caring...

...Cohen, from the Reston, Virginia, office of Hubbard & Revo-Cohen, Inc.

"To develop an equitable compensation system you have to look beyond traditional measures. Take working conditions, for example. One of...

3/3,K/22 (Item 1 from file: 20)  
DIALOG(R)File 20:Dialog Global Reporter  
(c) 2005 Dialog. All rts. reserv.

44453630  
**Growth Stocks Back in Style? Value investing has paid off since 2000. But**  
large-cap growth stocks won't stay down forever. Here's a fund to help you profit.  
J. Gibson Watson III  
ON WALL STREET  
September 12, 2005  
JOURNAL CODE: TOWS LANGUAGE: English RECORD TYPE: FULLTEXT  
WORD COUNT: 870

... than 16% per year. Even excluding the first two years of that period-when growth-stock returns were at their worst-large value

outperformed large growth by nearly 8% per year...

... of their portfolio relative to the Russell 1000 Growth Index, regularly monitoring tracking error, sector weightings, position weights and fundamental portfolio characteristics. Such scrutiny provides investors with a portfolio that accurately represents the...

... sound investment approach that is centered on broad market themes on which to focus its stock-specific research. These themes currently include the new, mature Internet; the baby boomer generation preparing...

... broader economy. The portfolio is also spread among 45 to 60 positions, with no single stock comprising more than 5% of the portfolio (see chart, "Composition of Holdings," above right). Manager Assessment and Implementation Guidelines The Ashfield Advantage Growth Portfolio offers investors a true large-cap growth...

... won't shift dramatically with the market, which could distort an investor's overall asset-allocation strategy. Like most growth managers, Advantage Growth will incur double-digit losses in some quarters. So this separately managed account...

3/3,K/23 (Item 2 from file: 20)  
DIALOG(R)File 20:Dialog Global Reporter  
(c) 2005 Dialog. All rts. reserv.

37743563  
Bank Pekao SA - Interim Results - part 3  
CNF  
September 10, 2004  
JOURNAL CODE: WRNS LANGUAGE: English RECORD TYPE: FULLTEXT  
WORD COUNT: 13927

... end of period - 116,898 4. Financial instruments Financial assets held for trading Debt Other Stock and Cash, Receivables Total securities securities shares in balances from and other with financial financial...  
7,311,476 held for trading including interest 23,495 40,243 \*/ Average yield represents weighted average profitability of purchased securities

to the nearest of the two dates: change of coupon...

... 079,192 - 7,418,695 maturity including interest 34,180  
101,352 \*/

Average yield represents **weighted** average profitability of purchased

securities to the nearest of the two dates: change of coupon...12,144,411

available for sale including interest 47,995 178,156 \*/ Average yield

represents **weighted** average profitability of purchased securities to the

nearest of the two dates: change of coupon...1,204,967 - Sale 710,381

320,268 14,318 144,015 - 1,188,982 - - **Stock** -exchange transactions

Currency futures 234 45 - - - 279 279 Purchase 46 45 - - - 91 - Sale 188 -

- - - 188...

...the terms of the contracts. 2) Fair values of derivative instruments are

based on market (**stock** exchange) quotations or brokers quotations. In

case of the instruments, for which reliable market quotations...in order

to hedge against the interest rate risk of the securities portfolio.

Futures on **stock** exchange indices and shares are contracts quoted on the

Warsaw **Stock** Exchange. Contracts on indices refer to transactions based

on MIDWIG and TECHWIG indices. Warrants are...

... for a given number of shares at the pre-determined price. Warrants are

quoted on **stock** markets and do not give voting rights to their holders.

Derivatives embedded in other instruments...

...to assess the potential replacement cost, the Group uses similar methods

as by market risk **assessment**. In order to control the level of accepted

credit risk, the Group performs the assessments...

... changes introduced by Banking Supervisory Board Resolution 1/2003 dated

4 June 2003. The risk **weighted** value of the balance sheet receivables is

calculated as the product of balance sheet value and the risk **weight**

appropriate for the client and the type of collateral. Risk **weighted**

exposure to credit risk of derivatives is calculated on the basis of a balance sheet...

...credit liability equivalent (product of the nominal value of off-balance sheet liability and risk **weight**) and appropriate risk **weight** for the client and the type of potential collateral. Capital requirements resulting from credit risk are calculated by adding risk **weighted** assets and off-balance-sheet liabilities in the banking portfolio and multiplying this sum by...

...market risk as at 30 June 2004 Balance sheet instruments Instrument type  
Balance sheet Risk **weighted** value value Cash 931,358 -  
Receivables 37,316,647 21,446,724 Debt securities 7...037 24,350,478 Off-balance-sheet instruments Instrument type Replacement cost Balance sheet Risk **weighted** value equivalent Derivatives Interest rate instruments: 313,399 372,682 116,761 IRS 313,399...

... 761 Other off-balance-sheet instruments - banking portfolio  
Instrument type Off-balance Credit equivalent Risk **weighted** value sheet value  
Lines of credit 11,078,847 1,974,138 1,299,300...  
... 250 1,625 325 Total trading portfolio 13,250 1,625 325 Balance sheet  
Risk- **weighted** Capital and off-balance value requirement sheet value  
Total banking portfolio (credit risk) 76,115...

... and desired profitability. Thanks to their saleability, the financial instruments constitute the Bank's liquidity **stock** allowing to endure potential crisis situations. According to the Banking Supervisory Board recommendations, the Bank...to the Bank's procedures, in particular those relating to the rules of transaction risk **evaluation**, establishing collaterals, setting authorisation limits for granting loans and limiting of exposure to some areas...

... in accordance with regulations. 4 persons out of the Bank's management and Bank's **Supervisory** Board were assigned 57,295 Series H shares. Issue price per share accounted for PLN 66. In 2003...in the Bank's sub-issue have unlimited transferability and are listed neither on

the  
stock exchange nor on the OTC market. Securities issued by Urzad  
Miasta Poznan are traded on...of banks and financial holdings (par. 6.2) have  
not been included in the consolidation. Stock and shares in these  
entities are presented at purchase cost less permanent diminution value  
write...

... Inspection Office. This information is provided by RNS The company  
news service from the London Stock Exchange

3/3, K/24 (Item 3 from file: 20)  
DIALOG(R) File 20:Dialog Global Reporter  
(c) 2005 Dialog. All rts. reserv.

37074892 (USE FORMAT 7 OR 9 FOR FULLTEXT)  
**Event Brief of Q2 2004 SL Green Realty Earnings Conference Call - Part 1**  
FAIR DISCLOSURE WIRE  
July 21, 2004  
JOURNAL CODE: WFDW LANGUAGE: English RECORD TYPE: FULLTEXT  
WORD COUNT: 4411

(USE FORMAT 7 OR 9 FOR FULLTEXT)

... SLG is sponsoring Gramercy Capital Corp. with a \$50m investment to acquire 25% of its stock at IPO. Q&A Focus: Structured finance, Gramercy, and acquisitions. FINANCIAL DATA A. Key Data...

... at 8.3%. 4. Earnings Performance: 1. Today, for the first time, the Co.'s stock broke \$50 on the New York Exchange. 2. SLG has reached a little over 9...finance co. that SLG is sponsoring with a \$50m investment to acquire 25% of Gramercy stock at IPO. 1. The Gramercy mgt. team began its road show last Tuesday, and expects...1. Less than 10% of the balance now consists of preferred equity investments. 2. The weighted avg. maturity for this portfolio is now around 4.8 years. 3. With the \$75m...  
... an issuance that was done the week before, where the issuer had a BBB- credit rating on its preferred, and therefore, BBB rating on its senior debt. 14. The market would seem to be implying that they view...

...of FFO vs. \$3.5m for 2Q03. 1. This is directly a result of

the  
weighted avg. balances for 2Q04 being \$235m vs. \$120m last year,  
and  
reflective of the substantial...

... favorable with leasing velocity and avg. rents up, TI packages and  
free  
rents down. 2. Weighted avg. asking rents show a bump up in what the  
avg.  
asking rents were relative...

... yielding north of an 8% free and clear return. 8. Interest  
Expense: 1.  
With a weighted avg. balance of \$1.5b (Phonetic), at the end of  
1Q,  
SLG's weighted avg. interest rate is 5.35%, which is down from  
5.53% at  
this time...  
... those units will reside with SLG and 30% of those units will  
reside  
with the Manager to be allocated to dedicated and full-time  
employees  
of the Manager. Some of which have already been...

3/3,K/25 (Item 4 from file: 20)  
DIALOG(R)File 20:Dialog Global Reporter  
(c) 2005 Dialog. All rts. reserv.

28783074 (USE FORMAT 7 OR 9 FOR FULLTEXT)  
Event Brief of Q1 2003 Affiliated Managers Group, Inc. Earnings  
Conference  
Call - Final - Part 1  
FAIR DISCLOSURE WIRE  
April 02, 2003  
JOURNAL CODE: WFDW LANGUAGE: English RECORD TYPE: FULLTEXT  
WORD COUNT: 4285

(USE FORMAT 7 OR 9 FOR FULLTEXT)

... be appropriately optimistic about making new investments. 6.  
When  
appropriate, co. will be repurchasing its stock . S2. 1Q03  
Highlights By  
Channel (S.H.) 1. Operating Results: 1. Continuing declines in the...

... continued to allocate away from equities to fixed-income  
products. 1.  
Giving that co. is weighted toward equity products, co.  
experienced  
continued outflows during 1Q. 5. Mutual fund channel: net output...

... co. is confident in Tweedy, Browne's long-term prospects. The fund  
has  
five-star rating from Morningstar also listed among ten best  
funds by  
Business Week. 9. Although flows at...20m after-tax value in deferred

tax accruals. 2. The accruals become permanent if AMG stock price is \$95.31 or higher at the time of conversion of the floating rate convertibles. 8. However, because of trading price per stock per conversion isn't knowable today, co. can't be certain these deductions won't...

...operations and proceeds from sale of convertibles to re-purchase 745,000 shares of its stock0 at price of \$33.7m. 4. Co. paid \$101.2m to re-purchase half of...

... equity decreased to \$551m at end of 1Q, as earnings were more than offset by stock repurchases. 6. Co. announced to today board authorized to re-purchase up to an additional 5% of shares outstanding, or a little more than 1m shares of common stock , so co. can re-purchase shares when appropriate. S6. Earnings Guidance For 2003 (D.C...  
... coming from? Other equity managers or if you're seeing a step-up in re-allocation from fixed-income managers . Within your commentary on high network channels, how big is (indiscernible) so I can get...

3/3,K/26 (Item 5 from file: 20)  
DIALOG(R)File 20:Dialog Global Reporter  
(c) 2005 Dialog. All rts. reserv.

03884727 (USE FORMAT 7 OR 9 FOR FULLTEXT)  
: ORDER OF THE BRITISH EMPIRE  
GUARDIAN, pt, Steward, Corgarff Castle; for services to Conservation;  
December 31, 1998  
JOURNAL CODE: FGDN LANGUAGE: English RECORD TYPE: FULLTEXT  
WORD COUNT: 6968

(USE FORMAT 7 OR 9 FOR FULLTEXT)

... Galloway Fire Brigade; for services to the Fire Service; David Mark Griffiths, Senior Professional, Defence Evaluation and Research Agency, MoD; Ronald Lloyd Griffiths, for services to Pembrokeshire Voluntary Transport Assoc; Mrs...

... Mrs Valerie Andrea Harvey, for services to Elderly People in Talgarth, James Frederick Hawkes, Manpower Allocation and Security manager , Devonport Management Ltd; for services to Defence Industry; Mrs

Elizabeth  
Joyce Hay, Chairman, Voice of...for services to Prison Boards of  
Visitors;  
London; John Anthony James Rook, for services to promotion of self-  
help  
groups for Sufferers of Mental Illness; Essex; Mrs Margaret Roope,  
for  
services... Weenan, Executive director, Task force Albania; for  
services to  
Children of Albania; Northamptonshire; Mrs Lorraine Weight , for  
services  
to Woolhampton Primary Schl, Berkshire; James Erskine Weir, for  
services to  
Youth Football...